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OSD REVIEW COMPLETED

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MEMORANDUM FOR THE RECORD

SUBJECT: NSAN 252 - Implementation into an NCS

1. On 24 July 1963 a meeting was held in the Pentagon in the office of Mr. Solis Horwitz. Present were communications representatives of FAA, NASA, GSA, State, CIA and a group from DCA. The subject for discussion at this meeting was NSAN 252 of 11 July 1963 and its implementation into a National Communications System (NCS).

2. Mr. Horwitz announced that he had just recently been appointed to the position of Assistant Secretary of Defense for NCS. In this new job he would deal in NCS matters for the Secretary of Defense and would work with the Special Assistant to the President for Telecommunications (this position is now vacant and the man charged with temporarily serving the President is Dr. Jerome Wiesner the President's Scientific Advisor). Mr. Horwitz gave a brief review of the background leading to the establishment of the DCA and how it has gradually taken a greater role in the management of the communications assets of the Department of Defense. As a consequence, the Secretary of Defense was appointing the Director, DCA to act as the Administrator of the NCS in addition to his regular duties. As Administrator of the NCS the Director, DCA will have two channels to the Secretary of Defense. One channel will pass through the JCS when the subject matter concerns military communications; the other channel will pass through Mr. Horwitz for matters which are of a non-military nature. Mr. Horwitz noted that in so far as possible he intended to leave NCS problems in the hands of DCA and that his office would become involved in problems which could not be resolved at the working level. Verbally Mr. Horwitz outlined an organizational structure for the NCS which paralleled that given some time ago by Lt. General Alfred D. Starbird. A copy of this organizational chart is attached.

3. Mr. Horwitz next distributed a proposed letter from the Secretary of Defense to the heads of agencies that would participate in the NCS. A copy of this letter is attached. In connection with the letter, Mr. Horwitz asked that its distribution be held on a very limited basis. He explained that in establishing an NCS the White House had not yet notified Congress of its intentions and Mr. Horwitz did not want word of this action to get back to Congress via way of the DOD. Mr. Horwitz also indicated that the letter would not be officially transmitted to the addressees until Congress was advised of plans for the NCS. It was Mr. Horwitz's intention to ask Dr. Wiesner to arrange for Congressional notification as soon as possible. The proposed letter outlines Secretary of Defense plans for the establishment of the NCS and lists tasks which are to be performed with target dates for completion of these tasks.

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The letter also asks for designation of an Agency representative to serve on the DCA Advisory Committee. In reply to a direct question regarding the budgeting and funding portion of task #2, Mr. Morvitz indicated that he expected participating agencies to make available people qualified to deal in this specialty field. He then pointed out that the deadline for completion of the first part of task #2 was 1 November 1963. This date was worked out with the Bureau of the Budget who promised to keep the FY-65 budget open until this date so as to permit changes in the FY-65 budget requests of participating agencies. The other deadlines established represented target dates set by the Secretary of Defense but were flexible if more time was required to resolve the problems involved.

4. From comments made by Mr. Morvitz, it can be inferred that he intends to let General Starbird carry the major load in administering the NCS; he does not see DCD taking over functions or operations which are already being performed by other government agencies; he does not believe that the NCS should have a single consolidated budget although he does see the need for the Secretary of Defense to be in position to assure the Administration that national communications programming is coordinated.

[Redacted]
Deputy Director of Communications

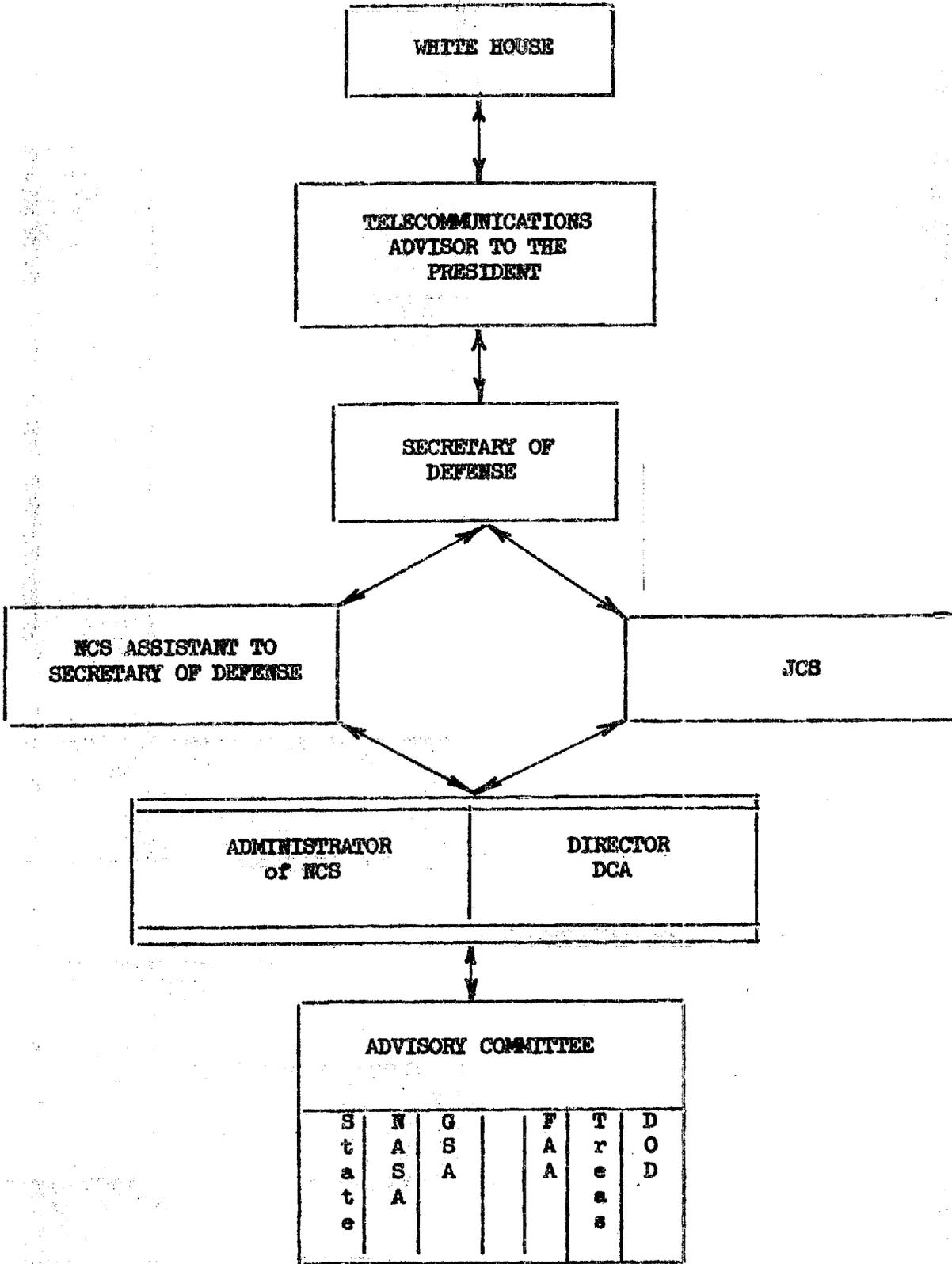
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cc: DD/S
Executive Director
Office of the Comptroller

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Proposed letter to the Secretary of State
Director, CIA
Administrator, NASA
General Services Administrator
Federal Aviation Administrator

Dear _____:

By National Security Action Memorandum No. 252, the President has directed the establishment of the National Communications System and has designated me in my capacity as Secretary of Defense to be its Executive Agent. Detailed responsibilities assigned me in this capacity are set forth in the NSAM.

It is probable that the Defense Communications System (DCS) portion of the NCS will be by far the largest element in the NCS. As you know, the DCS is now managed and directed by the Director, DCA. The responsibilities assigned to me as Executive Agent of the NCS involve many functions similar to those now being accomplished by the Director, DCA, DCA Headquarters and its field organizations. For that reason, and to avoid the necessity for duplicative staffing, I intend to rely heavily on the DCA's capabilities for the accomplish-

ment of tasks related to the NCS. I am designating the Director, DCA, Review of this document by CIA has determined that

- CIA has no objection to declass
 It contains information of CIA interest that must remain classified at TS S C
Authority: HR 70-2

It contains nothing of

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as my Director for the NCS for the carrying out of these functions.

In this capacity, I intend that he shall:

- (1) Have authority to employ the DCA staff and field organizations and to call upon other Agencies within and outside the DoD for assistance as needed.
- (2) Report and recommend to me on matters concerning the NCS.
- (3) Work in close coordination with your representative and a designated representative of each of the other Departments or Agencies operating a major governmental communications system.
- (4) Accomplish NCS tasks assigned to him.

To assist me in the accomplishment of my responsibilities as Executive Agent, I have appointed Mr. Solis Horwitz to the position of Assistant to the Secretary of Defense for the NCS. I shall expect him to:

- (1) Effect over-all coordination as necessary with all Governmental Agencies responsible for parts of the NCS.
- (2) Keep under review for me progress being made in the accomplishment of my NCS responsibilities and inform and recommend to me as appropriate measures for improving the NCS and for securing greater efficiency, effectiveness and economy.

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(3) Recommend to me tasks to be assigned to the Director, NCS, or to other Departments or Agencies as appropriate.

(4) Receive, analyze the need for, and process as appropriate requests from any Department or Agency having requirements for service from the NCS beyond that Agency's own capability to fulfill from its NCS element or NCS subsystem.

It is apparent that the primary work connected with fulfilling my responsibilities as Executive Agent must be carried forward by the Director, NCS, the DCA staff and field organizations augmented as necessary by designated members from the other Agencies concerned. To further such effort, I request that you designate a representative to be your spokesman to, and point of contact with, the Director, NCS. I am making similar requests of the Director, CIA; and the Administrators of NASA; GSA; and FAA. I visualize that, for some time to come at least, these representatives will have to be engaged full time on NCS business and should carry out the major portion of this with the Director, NCS, and the DCA. I have directed, therefore, that the Director, NCS, arrange office accommodations for these representatives near him in the DCA building.

I am assigning immediately to the Director, NCS, tasks outlined in the enclosure to this letter. I am establishing a short

time scale for their accomplishment as indicated in the enclosure,
and, therefore, I would appreciate your earliest designation of your
representative to the NCS.

Sincerely,

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Approved For Release 2003/06/04 : CIA-RDP79-00107A000100030032-5
THE SECRETARY OF DEFENSE

WASHINGTON

Document No. _____
Review of this document by CIA has
determined that

- CIA has no objection to declass
- It contains information of CIA
interest that must remain
classified at TS S C
Authority: IRM 1002
- It contains nothing of CIA interest

Date 06/10/81 Reviewer

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MEMORANDUM FOR THE DIRECTOR, NCS

SUBJECT: Initial Tasks, National Communications System

I desire that the Director, NCS, accomplish the following initial tasks relating to the NCS. Target dates indicated for each task are measured from date of this memorandum.

a. Task 1. Prepare recommendations for submission by me to the President identifying those national governmental communications assets which should be included now in the NCS as subsystems or components of the NCS and additions which should be considered for later incorporation. Target date 30 days.

b. Task 2. Prepare simultaneously recommendations for me regarding which Government Department or Agency should have responsibility for installation, operation, maintenance, modification (including budgeting and funding responsibility) of each subsystem or component identified in a. above. Target date - 30 days.

c. Task 3. Prepare proposals for organizational arrangements and necessary procedures for the NCS which will accomplish effective allocation, reallocation, and arranging for

restoral of circuits and channels and other assets of the NCS to authorized users based on approved requirements and priorities.

Target date - 60 days.

d. Task 4. Prepare a near-term plan for FY 1965 budget guidance and later a long-range plan, recommending objectives, modification and improvement in the NCS as necessary to provide communications for the Federal Government under all conditions ranging from normal situations to international crises and national emergencies, including nuclear attack. Target date for completion of the initial near-term plan is 1 November 1963 and for the initial long-range plan 240 days.

e. Task 5. Prepare and issue operational guidance which will prescribe the standards and practices governing operation, maintenance and installation of the NCS. Such guidance will include provisions for the maintenance of necessary records to insure effective utilization of NCS resources. Target date for an initial report on accomplishment - 120 days.

f. Task 6. Prepare for my consideration a plan to accomplish assignment of radio frequencies for the NCS and for monitoring radio frequency utilization. Target date - 90 days.

g. Task 7. Prepare for my approval a plan for the exercise and test of NCS effectiveness. Target date for the accomplishment - 120 days.

h. Task 8. Prepare proposals for establishing a realistic priority system to govern reallocating and restoring of circuitry and other assets of the NCS so as best to meet National Government needs in time of an emergency. Target date - 120 days.

i. Task 9. Prepare for my approval a plan and recommend a structure for carrying out research and development essential to the progressive improvement of the NCS. Target date - 120 days.

j. Task 10. Prepare and submit recommended revisions as necessary in organization structure, manpower needs and financial requirements for you to accomplish your responsibilities, this to be based on early consultation and coordination with the Designated Representatives of other operating Agencies. Target date - 40 days.